

Indiana Region 9 Workforce Board Workforce Investment Plan

PY2006 and PY2007



Issued December 2006



**Indiana Region 9 Workforce Board
Local Plan – PY2006 and PY2007**

December 2006

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Introductions

Optional Introductory Section (should be kept brief 1-2 pages, maximum)

INTRODUCTION

Economic Growth Region 9 (EGR) is comprised of ten counties—Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland counties. It has a population (2004) of 314,768 which represents 5.0% of the state's total.

EGR 9 has three main employment patters: 1) Manufacturing is the leading employment industry sector in six of the ten counties: Bartholomew, Decatur, Jackson, Jennings, and Ripley; 2) Arts, Entertainment, and Recreation is the leading employment industry sector in three of the counties: Dearborn, Ohio, and Switzerland; 3) Waste Management and Remediation Services in the leading employment sector in Franklin County.

As a region, Manufacturing represents 28.5% of total employment. Health Care and Social Services represents 10.7% and Retail Trade represents 10.6%.

Per capita income in the region is slightly lower than that of the State of Indiana. The region's per capita income is \$26,852 compared to the state average of \$28,838. Manufacturing provides the dominant average earnings per job at \$43,996.

From 1994-2004 there were two notable changes in EGR 9's economy.

First, the absolute number of jobs in Manufacturing dropped during that period. The Machinery manufacturing sector lost 1,535 jobs. As the highest paying manufacturing sector, this had a negative impact on the regional economy. In addition, ten of the remaining fifteen manufacturing sub sectors also showed a decline in the number of jobs. Despite this, significant jobs were made in the Transportation Equipment sector (Automotive Parts Supplier companies).

Secondly, the Arts, Entertainment, and Recreation industry grew by an additional 4,265 jobs mainly due to the development of three riverboats in Dearborn, Ohio, and Switzerland counties in the late 1990's. Their contribution to the development of those counties economies has been significant.

Effective July 1, 2006 the new Region 9 Workforce Advisory Board (RWB) was formed as a result of a reconfiguration of Indiana's sixteen economic regions into eleven. Four counties from the previous Region 10 (Bartholomew, Decatur, Jackson, and Jennings) were combined with six counties from the previous Region 9 (Dearborn, Franklin, Jefferson, Ohio, Ripley, and Switzerland).



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The Indiana Region 9 Workforce Board Strategic and Operation Plan that follows reflects the following themes and activities of the new RWB for PY2006-PY2007:

- **Organization of a new Governance structure**
- **Projects awarded and funded by the Indiana Department of Workforce Development Strategic Skills initiative.**
- **New and emerging workforce development opportunities to grow the region's economy, increase personal income, and deliver premier customer service to the region's citizens.**



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Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals.

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

SECTION 1 – MISSION STATEMENT AND STRATEGIC PLANS

Mission Statement

Indiana Region 9 Workforce Board Inc. works to ensure Southeast Indiana employers have a competitive and flexible workforce by providing all citizens with opportunities and support to grow knowledge and skill for sustained employment in the global economy.

Vision Statement

- **Attract, retain, and grow business and industry within Region 9.**
- **Support small businesses as a top priority.**
- **Ensure a continuum of education and training opportunities that support a skilled workforce.**
- **Bring together key regional partners in workforce development, economic development, and education to provide alignment through a demand driven system.**
- **Introduce innovations that continuously improve asset utilization, program design and service delivery for the region.**
- **Be recognized at one of the leading regions according to performance awards criterion developed by the Indiana Department of Workforce Development.**



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Goals

- #1-Implement the Strategic Skills Initiative projects as approved by the Indiana Department of Workforce Development.**
- #2-Develop regional programs for attracting, retaining, and growing business and industry within Region 9.**
- #3-Develop supporting processes and systems that facilitate effective management of programs, initiatives, and fiscal responsibilities.**
- #4-Educate incumbent and new Indiana Region 9 Workforce Board members on the roles and responsibilities of their roles and responsibilities as well as those of partners and functions under their jurisdiction.**
- #5-Meet and exceed the needs of employers and employees through delivery of premier customer service.**
- #6-Foster an atmosphere of cooperation among the ten counties of Region 9 by working together to achieve the mission of workforce development, economic development, and education.**

Key Organizing Principles

Workforce development, economic development and education will work together to:

- **Grow jobs and employment in Region 9**
- **Encourage economic growth**
- **Preserve existing enterprises**
- **Increase personal income**
- **Deliver premier customer service**

Core Values

While deploying our mission, Indiana Region 9 Workforce Board will adhere to the following core values:

- **Collaboration**

We will share resources and work with partners to jointly pursue opportunities for the region.



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▪ Accountability

We are obligated to the state and our customers to continuously evaluate and improve the performance of the workforce development system.

▪ Innovation

We promote the spirit of creativity and new ideas that challenge the boundaries of current business practices to initiate improvement.

▪ Excellence

We will perpetually raise the bar on our performance, striving to establish a premier workforce development system that surpasses the expectations of our customers.

▪ Total Quality Systems Approach

Quality is a strategic concept. It takes into account all program and service features and characteristics that contribute to satisfaction of the workforce development system by citizens in Region 9.

Finances

- What are your primary funding streams including sources with dollar amounts?
- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.

Financial Plan

Primary funding streams and financial obligations for each of the two program years in included as an attachment in the Appendix.

- What percent of your WIA funding is used for administration in contrast to program, for overhead¹ in contrast to service delivery, and for tier of services (core, intensive & training)?

¹ Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.



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Workforce Investment Act

Approximately ten percent of the WIA funding is used for administration in contrast to program, for overhead in contrast to service delivery, and for tier of services. Tier services budget is allocated as follows:

- **Core** **10%**
 - **Intensive** **80%**
 - **Training** **10%**
-
- What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?

The Region 9 Workforce Board is newly formed effective July 1, 2006 and has not taken actions to reduce administration and overhead costs and to increase funding spent on training.

- Describe the competitive process used to award grants and contracts for activities carried out under WIA.

The Board initiated a Request for Proposal process for a service provider. River Valley Resources was contracted with for services.

Strategic Service Delivery

- How is the RWB addressing the needs for service delivery in a cost effective manner?
- With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?
- Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.

Strategic Service Delivery

RWB hired the Arbor Group to oversee the service delivery and cost effectiveness of River Valley Resources as a service provider. The Board is working with the service provider to assist with outreach to employees, general public, and local elected officials.



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- Who are those partners?

Adult Basic Education, Experience Works, and Vocational Rehabilitation are partners with Work One Centers. Region 9 is looking at opportunities to collocate additional functions/programs. One potential program is an assessment and referral process for Customer Service Assessment and Certification. A pilot project is being developed in Q4-2006 for possible roll out in early 2007.

- What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?

The Regional Operator is representing Region 9 in statewide meetings that the Department of Workforce Development is convening for the purpose of increasing service integration.

How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery

TrackOne training has been completed and the system is helping to integration operations and reporting.

- How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?
- What strategies are being developed to support the three Pro Talent objectives described in “Accelerating Growth - Indiana’s Strategic Economic Development Plan?”

In addition, one of the Strategic Skills Initiative projects (Supervisor/Leadership Academy) is providing ten open slots for use by the general public. Strategies have also been developed to support the three Pro Talent objectives described in “Accelerating Growth-Indiana’s Strategic Economic Development Plan”:

- | | |
|-------------------------------|---|
| 1) Existing workforce- | Work Keys is being used at the three Work One Center and three Work One Express sites as an skills assessment and Development program. |
| 2) Emerging workforce- | Embedded systems is one of the three SSI projects being implemented in the Region and is targeted for new and emerging occupations that combine engineering and systems knowledge and skills. There is currently a labor shortage of 200-300 embedded systems engineers. |



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3) Engaged workforce-

**three initiatives have been implemented to engage
Young adults into becoming more aware of education
And workforce opportunities:**

- **Early College Option that allows secondary students to receive 3-36 college credit hours prior to their high school graduation.**
 - **Ivy Tech Community College and IUPUC have signed a 2+2 articulation agreement that allows transfer of two year programs into four year degree programs.**
 - **A job information booklet has been designed and distributed to over 1000 citizens throughout several counties. The booklet describes high demand occupations, compensation levels, educational requirements, and contact information.**
-
- **What is the RWB's continuous improvement strategy?**
 - **How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?**

CONTINUOUS IMPROVEMENT STRATEGY

One of the Regional Workforce Board's values is to utilize a Quality System approach to our work.

The framework of the Strategic Skills Initiative provided a continuous improvement model that will serve us well. It included the following methodology to:

- 1. Identify improvement opportunities.**
- 2. Identify root causes.**
- 3. Identify possible solutions.**
- 4. Implement the best solution.**
- 5. Monitor improvement.**

The SSI process and findings have been documented and include reports of all focus groups feedback, surveys, and summary of meetings with Southeast Indiana business, economic development, and education leaders.



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In addition, the primary and secondary research tools provided by the Indiana Department of Workforce Development are archived and organized for use in future workforce development program initiatives.

We also believe that quality is judged by the users of the workforce development system, including its programs and services. Customer satisfaction measures are included in the Appendix of the Strategic and Operational Plan.

Achieving the highest levels of performance requires a well-executed approach to continuous improvement and learning. Continuous improvement refers to both incremental and breakthrough improvement. Learning refers to adaptation to change, leading to new goals and approaches. Both need to be embedded in the way the Workforce Development System operates. This means that it becomes: (1) a regular part of daily work; (2) seeks to eliminate problems at their source; and (3) driven by opportunities to do better, as well as by problems that must be corrected.

Our improvement strategy includes: (1) enhancing value through new and improved programs and services, (2) developing new opportunities, such as the “Dream It, Do It” Manufacturing publicity campaign; (3) reducing errors, defects, waste, and related costs; (4) and effective use of private and public resources.

We have a full time presence in our three Work One Centers-Columbus, Lawrenceburg, and Madison. We also have a full time WIA staff member in our Decatur County express site as well as a presence in Jackson and Jennings County express sites three quarters of the time. Customer satisfaction measures are used, summarized, and opportunities for improvement are identified and acted upon.

WorkOne Marketing

- **How is the RWB promoting the WorkOne system?**

- **What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?**

- **How is the RWB’s website used to promote the WorkOne system and increased communication?**

The Regional Operator and Staff have participated in Brand Champion Training provided by the Department of Workforce Development. RWB is finalizing its brand for marketing



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purposes. In addition, we will be meeting annually with Local Elected officials and Local Economic Development officials to share the annual Strategic Plan and accomplishments from the previous year.

A communication platform has been developed in concert with the Region 9 web site www.seiworkforce.com. The web site provides the opportunity for each county to manage their sections according to their needs. Forums can be established to discuss workforce development issues across the region and to specific industry sectors. Current news and announcements are also a part of the communication platform.

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

- What are the EGR strengths, weaknesses, opportunities and threats?
- How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?
- How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?

Strengths of the Workforce Service Area (WSA)

Although there has been a loss of jobs in the Manufacturing sector, it still remains by far the most significant segment of EGR 9's economy with 28.5% of total employment. It is the leading industry employment sector in six of the ten counties in EGR 9.

Arts, Entertainment, and Recreation are the leading employment sector in three counties with significant growth in the last ten years.

Region 9 has two of Indiana's five Magnet Hospitals—Columbus Regional Hospital and Schneck Medical Center in Seymour. The Healthcare sector is significant in providing healthy communities as the 65+ age group is expected to grow by 20+ % in the next ten years.

The size of the immigrant population has grown four fold from 1990-2004 and has provided a significant source of employment capacity to the region. Jackson County ranks second in the state in per cent growth of the Hispanic/Latino population.

The Learning System in Region 9 is becoming an integral part of the Workforce and Economic Development Strategy. We have twenty-six high schools, three Ivy Tech campuses with additional satellite locations, and two four year colleges (IUPUC in



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Columbus and Hanover College in Hanover). In addition Community Learning Centers have been formed in Columbus, Greensburg, North Vernon, and Seymour.

Adult learning opportunities are available at all of these locations through local programs and access to on-line courses in the College Cooperative System and Indiana Virtual Academy.

There are three Work One Centers in Columbus, Lawrenceburg, and Madison. There are express sites at Greensburg, North Vernon, and Seymour.

Weakness of the Workforce Service Area

Per capita income in the WSA is below average for the state and 7% lower than the national average. Significant loss of high paying Machinery Manufacturing jobs in the last 5 years has contributed to this decline in income.

Educational attainment levels of adults 25+ years of age in Region 9 (15.2%) receiving a Bachelor's Degree or higher is below the State of Indiana average (19.4%) and the national average (26.0%).

Likewise, the high school graduation rate in Region 9 (78.7%) is below the State of Indiana average (86.0%) and the national average (84.0%).

As reported in Strategic Skills Initiative focus group meetings throughout the region, basic literacy skills and workforce ethic appear to be on the decline at a time when there is a growing need to increase the educational levels throughout all industry segments.

Opportunities in the Workforce Service Area

Recent announcements by Honda and Cummins of locating new plants and product lines in Southeast Indiana has increased the potential workforce by 3,000-5,000 employees over the next 3-4 years. Along with the projected rippling effect of the supplier base to these operations, EGR 9 has been given a significant opportunity to improve the regions economy.

The "Dream It, Do It" media campaign developed by the National Association of Manufacturing has become a major program in raising the awareness that there are many opportunities in the Manufacturing sector. EGR 9 has been targeted as a pilot area for the State of Indiana. This opportunity will support the continuing effort to connect all of the elements of the Regional Learning System.

Truck drivers are the highest demand occupations in our region. We are well positioned with the Interstate Highway System to take advantage of pent up demand in the transportation and warehousing industry sector. It has been estimated (because of the



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truck driver shortage) that we are meeting approximately 70% of transportation and warehousing demands on a regular basis.

Ivy Tech Community College in Lawrenceburg is providing truck driver training opportunities.

Threats to the Workforce Service Area

Despite the welcomed news from the Honda and Cummins announcements, there is evidence that lower skilled production work will continue to be reduced through outsourcing and/or technology improvement. The need to upgrade skills at all levels and promote newly created knowledge based jobs is a critical issue.

Nationally, uncertainty in immigration policy may reduce the input of additional labor capacity.

An increased healthcare cost is creating less full time employment and reliance on part time employees with little or no healthcare benefits.

Concern over worldwide oil prices will have a major impact on manufacturing and transportation industries.

Response to Strengths and Opportunities; Weakness and Threats

1) The RWB is leading an effort to make Advanced manufacturing a primary thrust of the Strategic Plan. In partnership with the National Association of Manufacturers Region 9 will be conducting a media campaign in the early part of 2007, followed by supporting activities such as career awareness, counseling, internships, and educational programming to increase the number of entrants into the manufacturing industry sector.

Dream It Do It will be introduced across the region by RWB in meetings with key partners- Local elected officials, Local Economic Development officials, Education leaders, Manufacturers, Regional Operator and Team, Work One Centers, Service Provider, and Chambers of Commerce.

Sub-committees will be formed to set goals as part of a comprehensive plan for implementation.

2) The Southeast Indiana Hospital and Education Consortium will be expanded to invite all seven hospitals in Region 9 for quarterly meetings. The Consortium will continue to monitor the implementation of the Strategic Skills Initiative that will add faculty members to increase ASN graduation levels as a prerequisite for Registered Nurse state certification.



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By 2011 the Region will be producing approximately 210 nursing graduates per year compared to the current level of 120 graduates per year.

3) During the last six months, the RWB has been working with the National Retail Foundation conducting a needs assessment of customer service occupations in retail, banking, insurance, hospitality, healthcare, and related industry segments. We are also assessing the use of current assets with partners (Ivy Tech Community College, Indiana University-Purdue University, Work One Centers, Community Learning Centers, High Schools, and a number of community support organizations) to provide assessment and certification locations throughout the region.

The NRF has developed sales and customer service standards based on a study of 2,500 retail companies in the United States. They have also included literacy standards as part of their program. Future and incumbent employees can participate in a retail assessment process, receive diagnostic feedback, and provided educational opportunities to improve their knowledge and skills. Placement activities are also a part of the program.

Similar to the Dream It Do It campaign, the intent is to increase awareness of the industry as a career path and promote higher skill acquisition that will lead to higher wages/job.

Note: The first three action steps cover approximately 65-70% of employment sectors within Region 9---Manufacturing, Healthcare, Retail, Arts, Entertainment and Recreation.

4) In order to increase the workforce supply, RWB will conduct a needs assessment of companies within the region to determine the most critical opportunities and challenges facing businesses which employee Latino workers currently or expect to employ Latino workers in the future. The report is expected to also identify services that are available within communities, gaps that may exist, and a plan to close the gaps.

All of the action steps provide a positive reinforcement to the Regional Learning System. As relationships are developed through program implementation, we expect that trust will grow and with it innovative practices that can be shared with others throughout the Region.

Grant Opportunities

- **What grants or types of grants does the RWB plans to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.**
- **What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.**



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Grant Opportunities

Training Acceleration Grant—the Southeast Indiana Hospital and Education consortium has applied for and received funding under this grant (previously known as Advance Indiana grant).

Rural Development Grant—although we are not prepared to apply for the current grant opportunity, we will be developing a grant template that describes the overall strategy and how it fits into the Lt. Governor Skillman's RISE 2020 Vision and seven strategic pillars. The template will enable us to be more proactive in the future as other grant opportunities arise.

DOL Community Based Job Training Grants—Due to recent organizing activities, we were unable to respond to these grants in an adequate and timely manner. By developing the strategy outlined and the associated template, we will be able to respond very quickly in the future. We believe that the Regional Learning System we are developing fits very well with these community based grant criterion.

WIRED Grant—we applied for the WIRED grant last December but were not selected. Similar to the above grants, we will be positioned to respond quickly and more succinctly in the future.

Small Business Development Grants—the Department of Workforce Development conducts regular information meetings on small business development grants available.

Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics

- What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.



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Section 2 – Labor Market Information and Demographics

IDENTIFYING KEY INDUSTRIES

**Region 9
Industry Sectors and Employment**

NAICS	INDUSTRY	2004 EMPLOYMENT	%
31-33	Manufacturing	37,853	28.5
62	Health Care and Social Services	14,287	10.7
44-45	Retail Trade	14,066	10.6
61	Educational Services	9,719	7.3
72	Accommodation and Food Services	9,224	6.9
48-9	Transportation and Warehousing	7,815	5.2
56-57	Administrative Support and Waste Management and Remediation Services	6,211	4.7
23	Construction	5,557	4.2
92	Public Administration	5,306	4.0
71	Arts, Entertainment, and Recreation	5,066	3.8



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- What are the workforce needs for the area's employers (current and future)?
 - How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.
 - What are the EGR's current and projected employment opportunities?
 - What are the EGR's high-demand, high-wage occupations (should come from Strategic Skills Initiative)? This must include a demand occupation list.
 - What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?
 - What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?

Workforce Data Needs

- What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.



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**ESTIMATE OF
NEW AND REPLACEMENT
ABOVE AVERAGE PAYING OCCUPATION DEMAND
2002-2012
REGION 9**

<u>OCCUPATION</u>	<u>GROWTH</u>	<u>REPLACEMENT</u>	<u>TOTAL</u>
TRUCK DRIVERS	1290	540	1830
TEACHERS	900	830	1730
CONSTRUCTION EXTRACTION	400	1310	1710
TRADES WORKERS	330	830	1160
REGISTERED NURSES	370	340	710
SUPERVISORS	170	370	540
LICENSED PRACTICAL NURSES	130	240	370
ELECTRICIANS	80	160	240
BUS AND TRUCK MECHANICS	110	100	210



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Workforce Needs (Current and Future)

The increase in the 65+ population is creating a critical need for current and ongoing health care services. Due to actions taken by the Southeast Indiana Hospital and Education Consortium over the last three years, Region 9 has seen an increase in ASN and BSN graduates. With the implementation of the current Strategic Skills Initiative nursing projects we expect an increase to 220 graduates/year by 2011.

With the recent announcements of new manufacturing plants in Greensburg and Columbus, there will be a demand for a qualified workforce. The Advanced Manufacturing SSI project as well as the introduction of “Dream It Do It” will help structure an increase in knowledge and skills through structured certification processes and degree programs.

A Supervisor/Leadership Academy is also being offered as part of the Strategic Skills Initiative grant. Approximately 50 employees will be attending Ivy Tech classes and receive college credit.

Retail trade, accommodation, and food services industry sectors experience the highest employee turnover rates in the nation. We are working with the National Retail Foundation to utilize Sales and Customer Service Standards developed with input from 2,500 retailers in assessment and certification of entry level and Manager Positions. ESL is also offered as a part of the curricula and will support Hispanic/Latino entry into this industry.

Evidence from other Customer Service Skills Centers in the U.S. shows that they draw the senior workforce into this industry segment.

Work Ethic Certification is being introduced at all three Vocational Educational Schools in Region 9—C4 in Columbus, Southeast Career Center in Versailles, and Whitewater Technical Center in Connersville (covering Franklin county). The program was introduced recently by the Indiana Department of Workforce Development and allows junior and senior high school students to become certified through the demonstration of desirable behaviors as well as high achievement in Grade Point Average.

A job information booklet has been designed and distributed in several Southeast Indiana counties. It shows information on approximately 400+ jobs in the region, including the demand level, compensation, and educational requirements. In addition, educational institutions are listed for each of the Career Cluster groups.

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EDUCATION DATA FOR 10-COUNTY AREA

COUNTY	# OF 2004 H.S. Grads	HIGHER ED	4 YR	%	2 YR	%	VOC/ TRADE	%	2000 CENSUS ADULT 25+ BA OR HIGHER %
Bartholomew	605	537	460	76.0	28	4.6	49	8.2	22
Dearborn	583	467	310	53.2	129	22.1	28	4.8	15.4
Decatur	284	210	158	55.6	26	9.2	26	9.2	11.5
Franklin	178	107	82	46.7	4	2.3	21	11.7	12.5
Jackson	393	260	201	51.2	39	9.9	20	4.9	11.5
Jefferson	251	202	147	58.6	32	12.8	23	9.1	16.4
Jennings	230	173	119	51.7	48	20.9	6	2.6	8.4
Ohio	59	32	27	45.8	4	6.8	1	1.6	11.6
Ripley	350	242	202	57.7	25	7.1	15	4.3	11.5
Switzerland	101	66	41	40.6	23	22.8	2	1.9	7.6
Total	3034	2296	1747	56.8	358	12.4	191	6.5	15.2
State of Indiana	56222	43805	32572	57.9	7052	12.5	4181	7.4	19.4

Workforce Data Needs

Supply data for degrees achieved in Indiana state colleges and universities is not easily found on Higher Commission for Education website and does not appear to be up to date.

An increase in the development and use of standards through certification processes would help increase a qualified entry level workforce.



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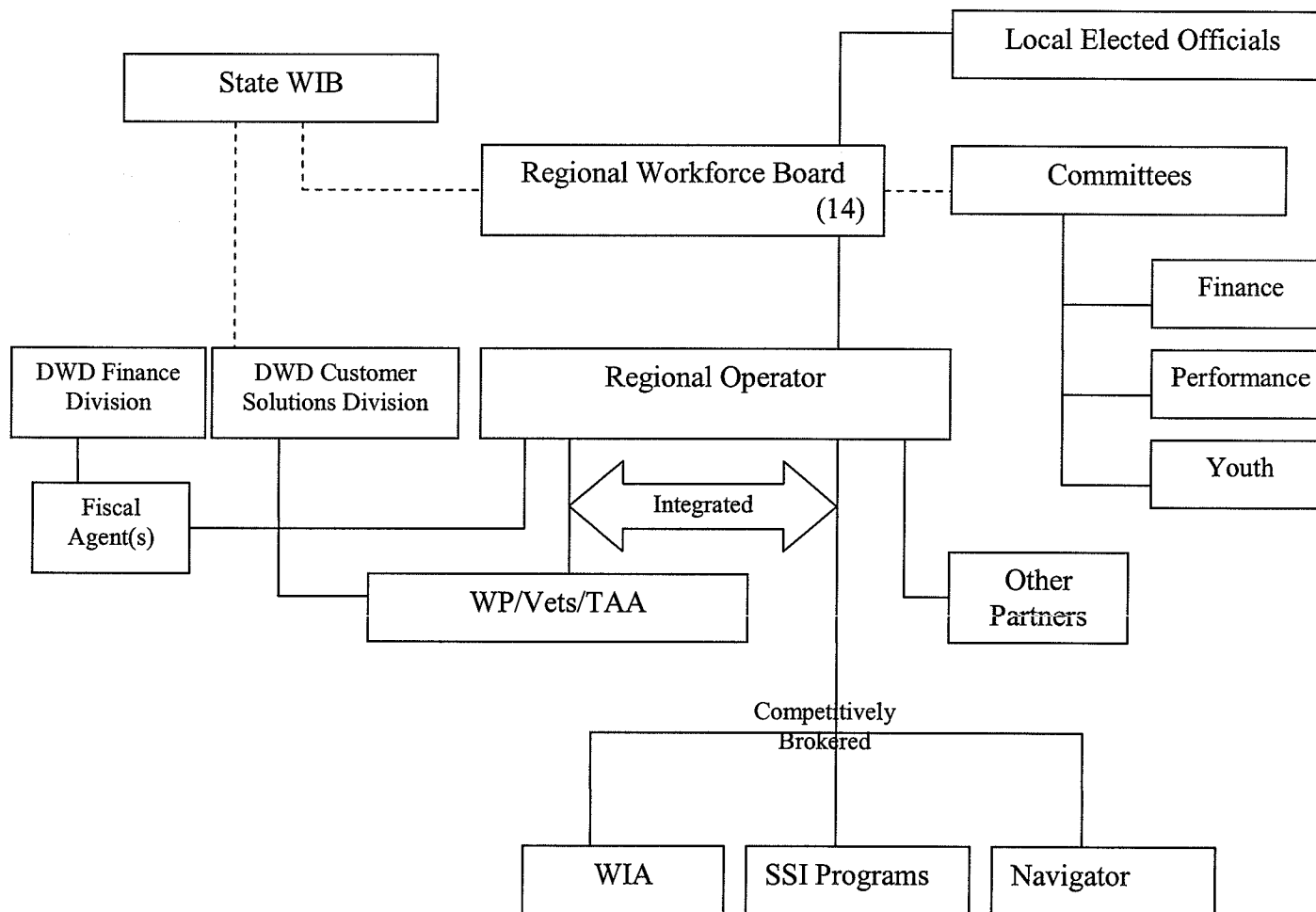
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Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

Region 9 Organization Structure Plan





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Finance Committee—Crowe Chezik and Board member representatives review the financial statements on a monthly basis and report out at Board meetings.

Performance Committee—Board member representatives review performance data from Workforce Development and the Service Provider on a regular basis to assure goals are being met.

Youth Committee- Board member representatives review Youth Council programming.

<u>Service Provider</u>	<u>Programs</u>	<u>Counties</u>
River Valley Resources	WIA Adult WIA Dislocated Worker WIA In-School and Out-of-School	All Region 9 (Bartholomew) (Dearborn) (Decatur) (Franklin) (Jackson) (Jefferson) (Jennings) (Ohio) (Ripley) (Switzerland)



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Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

WIA Service Plan

- What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.
- What is the availability (capacity) for each of those services?
- What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.
- For each program year covered by this plan, how many clients will be served using WIA funding?
- How many WIA clients will be served in each tier of service (Core, Intensive and Training)?
- What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.
- What is the RWBs definition of self-sufficiency?
- How will the WorkOne determine whether proposed employment leads to self-sufficiency?
- How does the RWB's individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.



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- How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.
- How will substandard or ineffective delivery of services by a service provider be determined?

WIA Service Plan

The following Adult, Dislocated Worker and Youth employment and training services are available in Economic Growth Region 9:

Work One Centers (Columbus, Lawrenceburg, and Madison)

Work One Express Centers (Greensburg, North Vernon, and Seymour)

Jennings County Employment and Training Center

Adult Basic Education

C-4

Southeastern Career Center

Whitewater Technical Center

The following number of WIA clients has been served in the last year:

Core-	371
Intensive-	246
Training	125

The region has created and is implementing a priority index which gives the client an objective evaluation of their needs for training and the quantity that is needed.



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The RWB's definition of self-sufficiency is 200% of poverty level. The definition is used to determine if proposed employment reaches that threshold.

The RWB follows the regulations provided for individual training accounts (ITA).

A vendor interested in providing service contracts the Operations Manager who in turn reports it to the RWB. An application is provided by e mail or mail. Upon the application being returned with the appropriate information, the Operations Manager performs a site visit to verify that services are consistent with the information provided on the application form. The information is then taken to the RWB for approval. One the board approves it, the service provider is placed on the training WIA provider list.

When a client is found eligible for training after participating in the required core and intensive services, assessments are give such as TABE, Copes, Caps, and Cops inventories, and other relevant assessment. The client will then discuss with the case manager which training provider is appropriate or most relevant. The following factors are included in assessing the situation: costs, individual lifestyle, relevant day care requirements, transportation needs, and other relative lifestyle hindrances.

Once the training provider is selected after all factors are weighed, two possible scenarios may occur: 1) if our ITA budget has been expended to 70%, an additional tool is used between the Regional Operator and our service provider to verify we have the means and financial ability to accommodate the client. Once we have approved the proposed training for the client, we approve the proposed training on the ITA service verification form. Three signatures are required: one from the Regional Operator, one from the Service Provider, and one from the client.

In the event that the client cannot complete the training a re-evaluation will be held between the case manager, the service provider, and the regional supervisor with the approval of the Operations Manager and RWB.

The next step is to utilize any other reliable or relevant training opportunities which could include: On the job training, work readiness, or reassessment testing. Follow-up is ongoing to chart progress.

The Regional Operator and Team (Arbor) insures quality services by monitoring plans and policies and takes corrective action for the replacement of ineffective service providers. This is done by looking at WIA performance standards and customer service satisfaction scores. In addition, the Indiana Department of Workforce Development also conducts monitoring visits.



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Adult and Dislocated Worker Services

- What strategies are planned for the recruitment of adult clients?
- How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?
- Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.
- What specific plans are in place to increase program integration within the WorkOne and with other community resources?
- How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?
- How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?
- What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.
- How are services for TAA participants coordinated with other services offered through the WorkOne?
- What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.
- How are services for these dislocated workers coordinated with other services offered through the WorkOne?



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Adult and Dislocated Worker Services

In evaluating the location of our WorkOne sites we have decided to find more suited Work One Express sites that are more convenient to the client. Also, we look for more partnerships and referral organizations to collocate with. We are meeting quarterly with our partners and monthly with our WorkOne staff to verify all services are promoted to potential clients.

We are cross training staff members so that they are knowledgeable of referral options to and from partners and community resources. Through out partner meetings and monthly staff meetings, we maintain a close relationship and understanding of their performance.

In order to address literacy and/or low educational attainment with the adult population, we are participating with Adult Basic Education during and after work hours and partnering with local education providers to chart the classroom activities for our clients. Pre and post testing are provided by the education providers to verify improvement.

EGR 9 coordinates rapid response activities with the workforce services by having transitional services in the area. The Arbor Business Manager will immediately contact the business in partnership with the Department of Workforce Development.

The only active petition in the Columbus Work One Center is:

Spring Industries

TAW 546295D

Certification date: 2-16-2005

Expiration date: 2-16-2007

There were 5 affected workers and they were the remaining staff from Regal Rugs in North Vernon.

Ames True Temper

TAW56968

Certification date: 3/14/2004

Expiration date: 5/25/2007

There are 13 affected employees.

Besi, Inc.

TAW57898

Certification date: 9/04/04



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Expiration date: 10/17/07

There are less than 50 employees.

TAA and DW activities are coordinated. Staffs from both TAA and DW participate in Rapid Response activities. Testing and assessment information is shared. Case conferences for dual enrollment are the norm for the area.

Youth Services

- What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?
- What recruitment strategies will be used for out-of-school youth? Historically, the number of out-of-school youth enrolled in the program has been low.
- What strategies will be used to keep out-of-school youth active in the program?
- How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?
- Provide the local definition of “deficient in basic literacy skills.”
- Provide the local definition of “requires additional assistance to complete an educational program, or to secure and hold employment.”
- Provide the local barrier that permits youth who are not low-income to receive youth services.

Youth Services

Twenty-five percent of the Youth allocation is spent on in-school youth and seventy-five percent is spent on –out-of-school youth. We partner with Adult Basic Education, FSSA, and high schools for recruitment of youth who do not complete school. We attempt to keep their interest high through incentive programs, GED payments, and training payments.



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The local definition of “deficient in basic literacy skills” is grade level 8.9. We use the TABE survey to identify this deficiency. We currently collocate with Dearborn, Jefferson, and Jennings counties. In Columbus, we are located in the Learning Center and Adult Basic Education opportunities are regularly posted. In Decatur County, we have a very close working relationship with the ABE staff. We also pay for GED as needed.

In order for applicants to receive additional help they need to fill out a statement that they need assistance in finding employment or education assistance.

A client must have a required barrier before we will assess the option of an exemption of income eligibility and will not exceed 5% of the case load in the region.

Pilot Projects

- What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.
- What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.
- Are there pilot projects that the RWB would like to operate? Please list.

Pilot Projects

There are several unique or pilot programs underway in the RWB or Work One system:

1) Dream It-Do It Campaign for Manufacturing

Region 9 will be the pilot area for a state-wide initiative in Dream It Do It. RWB is partnering with the National Association of Manufacturing and Manufacturing Institute to develop a work plan that includes:

Organize and fund a media campaign

Conduct a pre-assessment attitude survey

Conduct the Campaign

-Promotion of career awareness in advanced manufacturing

-Provide training opportunities



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**-Develop a catch and referral system to align candidates with job openings
Conduct a post-assessment attitude survey**

The overall budget is \$2.0 M to be applied statewide as seed money for the start-up. Region 9 is in the process of developing a regional budget for that purpose.

The first Dream It Do It campaign implement in Kansas City produced results of a 35% increase in student enrollment in manufacturing related coursework. Attitude surveys showed a 12 % positive improvement. In Region 9, we will be setting goals in both areas and tracking progress on a semester basis.

2) Finance Academy

A class of 24 students in Bartholomew County School Corporation will be attending a Finance Academy in the first semester of 2007 (January-June) in downtown Columbus. The purpose of the academy is to offer students contextualized learning opportunities with daily interaction with local Bank, Insurance, and Finance related businesses.

The coursework will consist of: project work with the businesses, panel discussions, presentations by business leaders, small group work, and business services provided by the students.

At the end of the pilot study, we will assess the outcomes and make recommendations for future expansion or redirection. Feedback from both students and the businesses will be a part of the evaluation of the Finance Academy.

Local funding by business partners has been provided for the pilot class.

3) Customer Service Skills Center

RWB is involved in a planning phase with the National Retail Federation to develop a Customer Service Skills Center in the region. The planning phase has been funded by through local public and private sources.

The Skills Center follows the same approach as the Dream It Do It project and is attempting to create awareness, assessment, training, and certification for customer service related occupations in retail, healthcare, hospitality, banking, insurance, and other industry segments.

The outcome measures will include the number of employees certified, the length of time on the job, employee turnover, and increase in wages/job for those occupations.



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4) Latino Workforce Development

The Hispanic/Latino population has increased four fold in the last 15 years in Region 9. The project will focus on increasing the number of qualified Latino candidates for work in manufacturing, healthcare, hotels and restaurants, and other service sectors.

A needs assessment study will be conducted to identify the challenges and needs of employers who currently employ or who expect to employ Latino workforce members. Gaps will be identified and plans made to close them.

Initial funding requirements are still be determined.

Section 5 – Signature Page

The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.

Public Comment Summary

This is optional for RWBs. The Balance of State WIB will secure public comment to meet USDOL requirements.



APPENDIX



Indiana Region 9 Workforce Board Local Plan – PY2006 and PY2007

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GOALS, RESPONSIBILITY, & MEASURES

GOAL #1- Implement the Strategic Skills Initiative projects as approved by the Indiana Department of Workforce Development.

GOALS	STRATEGIES	RESP.	MEASURES
1.0 Increase the number of ASN graduates in the region by increasing the number of teaching faculty.			
1.1 Recruit three new full time faculty	Recruit	Ivy Tech Community College	November 2006
	Select and hire		December 2006
1.2 Recruit MSN candidates for forgivable loan program	Develop program description	Southeast Indiana Hospital and Education Consortium	October 2006
	Identify target populations		October 2006
	Communicate program availability		Ongoing
	Develop selection criterion		October 2006
	Make selections		
	Administer forgivable loans-promissory notes		2008-2011
	Repayment schedules		2008-2011
			Increase ASN graduate level by +60 by June 08
			Increase ASN graduate level by an addition +40 by 2011
1.3 Train 60 students in the Supervisory/Leadership Academy		Ivy Tech Community College	
1.4 Train three cohort groups for the private sector and one cohort group for the general public	Market the program to employers and enroll students Enroll curriculum/material Set up meeting dates for training Facilitate training		Train 40 students by June 2007



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1.5 Train two cohort groups for the private sector	Same as above		Train 20 students by June 2008
1.6 Provide training, certification, and internship opportunities for students in embedded systems technology.			
1.7 Provide advanced certifications for students.	National Instruments LabView Training	Embedded Systems Workgroup	60 Certifications 40 Job Placements
	MathWorks Metlab Training		70 Certifications 25 Job Placements
1.8 Provide training and skills improvements	Oracle and Microsoft Systems Certifications		47 Certifications 15 Job Placements
	Cisco Certification		26 Certifications 13 Job Placements
1.9 Increase attraction and awareness of embedded systems technology	Organize and host a TopCoder competition in Region 9		115 Contestants 45 Participating Companies 25 Job Placements
1.10 Provide internship programs that lead to job placements	Provide summer placements		45 Unpaid internships 35 Paid internships 25 Students placed in the cluster
1.11 Develop a pilot project to commercialize embedded systems technology	Same		35 New jobs created 37 Advanced certifications 9 New Technology patents licensed 4 New Venture startups \$3.5M Capital Investment

GOAL #2- Develop regional programs for attracting, retaining, and growing business and industry within Region 9.

GOALS	STRATEGIES	RESP.	MEASURES
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2.0 Form regional teams of economic development, business, education, and workforce development to provide high pay/skill employment			
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opportunities in the region. Targeted industries for the 2006-7 Strategic Plans include Advanced Manufacturing, Healthcare, and Retail/Business Services (representing between 60-70% of employment in Region Nine.			
2.1 Form teams	Identify team members	Adv. Mfg-TBD Healthcare-SE Indiana Hospital and Education Consortium Retail/Business Services-TBD	December 2006
2.2 Complete analysis	Key economic strengths of the industry		
	Key economic opportunities of the industry		
	SSI and other workforce study findings		
	Current education and training availability in high schools, vocational districts, post secondary , skills training for business and industry		
	Complete gap analysis		April 2007
2.3 Develop action plan	Develop action plan		April 2007
2.4 Implement plan	Implement plan		Increase in # of high pay/high skill opportunities & Income/job



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Goal #3-Develop supporting processes and systems that facilitate effective management of programs, initiatives, and fiscal responsibilities.

GOALS STRATEGIES RESP. MEASURES

3.0 Develop supporting processes and systems			
3.1 Marketing and branding project		Regional Workforce Board	January 2007
3.2 Financial plan	Completed	Crowe Chezik	Regular and accurate reporting to the Board
3.3 Communication platform	SEIworkforce.com	Regional Operator and Staff	January 2007
3.4 Grant funding/revenue stream		Regional Operator and Staff	Continuous increase in grant funding \$ and opportunities

Goal #4- Educate incumbent and new Indiana Region 9 Workforce Board members on their role and responsibility as well as those of partners and functions under their jurisdiction.

GOALS STRATEGIES RESP. MEASURES

4.0 Educate board members		Indiana Department of Workforce Development	
4.1 Workforce Development Training 101		Brian Hart and Dick Judy	Completion by Q1-2007
4.2 Workforce Investment Act		IDWD	Q1-2007
4.3 New board member training		IDWD	Ongoing



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Goal #5- Meet and exceed the needs of employers and employees through delivery of premier customer service.

GOALS STRATEGIES RESP. MEASURES

5.0 Deliver premier customer service		IDWD and Service Provider	
5.1 Develop MOU with Indiana Department of Workforce Development		Regional Operator	January 2007
5.2 Track performance measures of service provider and report to the Regional Workforce Board		Regional Operator	Ongoing

Goal #6--Foster an atmosphere of cooperation among the ten counties of Region 9 by working together to achieve the mission of workforce development, economic development, and education.

GOALS STRATEGIES RESP. MEASURES

6.0 Foster cooperation		Regional Workforce Board	
6.1 Convene local elected officials and local economic development officials to review Strategic Plan		Regional Workforce Board	December 2006
6.2 Convene local elected officials and local economic development officials to review progress within Region 9.		Regional Workforce Board	December 2007
6.3 Include local elected officials and local economic development officials in regular communication updates.		Regional Workforce Board	Ongoing



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Balanced Scorecard of Measures

Indiana Region 9 Workforce Board

Perspective	Short Term Measure	Long Term Measure
Customer	Customer Satisfaction Measures -IDWD -Service Provider	Brand Recognition # of Users of the Region 9 Workforce Development System
Financial	Regular and accurate reporting of Region 9 Financials	Amount of Grant Funding Ratio of Program \$ to Admin \$
Internal Processes	Actual number of certificates and degrees received in SSI projects versus plan	Region 9 per capita income increase Wages/job in manufacturing, health care, retail, and financial services industry segments
Learning and Growth	Completion of workforce development training for current and replacement Board members Involvement of LEO's and LEDO's in Region 9 Strategy and implementation	# of citizens using educational institutions and community/learning centers in Region 9



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ACTIVITY TIMETABLE

Activity	2006 Q4	2007 Q1	Q2	Q3	Q4	2008 Q1	Q2
SSI Project Startup	o						
Quarterly reports		o	o	o	o	o	o
Form industry cluster teams	o						
Complete analysis		o					
Implementation			o	o	o	o	o
Branding project	o						
Financial reporting	o	o	o	o	o	o	o
Communication Platform		o					
Grant Funding	o	o	o	o	o	o	o
Educate Workforce Board		o					
Customer Service Reporting		o	o	o	o	o	o
IDWD/Service Provider Measures		o	o	o	o	o	o
LEO/LEDO Strategic Plan Meeting	o				o		



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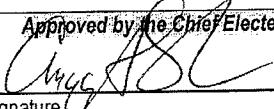
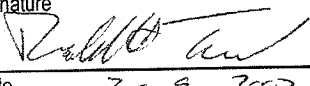
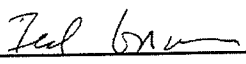
December 2006

Region 9	Year 1	Year 2	Yr 1 Match	Yr 2 Match
WIA Adult	368,127	331,314		
WIA Youth	358,608	322,747		
WIA Dislocated Worker	432,587	389,329		
WIA Admin	128,814	115,932		
WIA Carry in		-		
Total WIA	1,288,136	1,159,322		
SSI - Leadership Academy	144,144	67,872	-	33,000
SSI - Embedded Systems	145,600	88,760	22,000	106,750
SSI - Nursing	264,600	264,600	86,500	86,500
Total SSI	554,344	421,232	108,500	226,250
Navigator	53,746	53,746		
Other	-	-		
Total	1,896,226	1,634,300	108,500	226,250

The undersigned attests that the Region 9 Workforce Board Workforce Investment Plan represents the activities and demographics of Region 9. It is with this signature that the Region 9 Workforce Board, Inc. accepts this report as its guide for the 2006-2007 program years. The agents, employees and officers, to the best of his/her knowledge, researched and entered this info with the help of reliable collaborative sources and organizations.

Approved by the Chief Elected Official	
	
Signature	
2/9/2007	
Date	
Name and Title: Gregg Sindors, Commissioner, Jefferson County	
Approved by the Region 9 Workforce Board	
	
Signature	
2/9/2007	
Date	
Name and Title: Ron Timms, Chair	
Approved by the Region 9 Operator	
	
Signature	
2/9/07	
Date	
Name and Title: Ted Groman, Executive Director	

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Approved by the Region 9 Workforce Board	
Signature	
Date	2-9-2007
Name and Title: Ron Timms, Chair	
Approved by the Region 9 Operator	
Signature	
Date	2/9/7
Name and Title: Ted Groman, Executive Director	